

Exploring the Relationship between Employee Branding Strategies and Organizational Citizenship Behavior: an investigation of organized retail sector in NCR Delhi

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Abstract: *This study investigates the relationship between employee branding strategies and organizational citizenship behavior (OCB) within the organized retail sector in the National Capital Region (NCR) of Delhi. Using structural equation modeling, data were collected from employees in various organized retail companies, assessing factors such as employee participation, job satisfaction, work environment, training and development, performance appraisal, and communication. The results reveal significant positive associations between employee branding strategies and OCB, highlighting the importance of fostering a supportive work environment, effective communication channels, and opportunities for employee development in promoting proactive organizational citizenship behaviors.*

Keywords: *Employee Branding Strategies, Organizational Citizenship Behavior, Organized Retail Sector etc.*

I. INTRODUCTION

Culture and identity are interconnected concepts that play a crucial role in shaping an organization's employee branding and organizational citizenship behavior (OCB). An organization's identity is deeply embedded within its culture, serving as a self-focused aspect of sense-making that defines who the organization is within the broader social system (Hatch & Schultz, 2000). Kornberger (2010) describes identity as "identities-in-action" that provide stability while enabling change, highlighting the dynamic nature of identity within a brand. He also emphasizes that culture manifests through the behaviors of organizational members, indicating that culture is the visible and audible expression of how things are done within a company (Kornberger, 2010). While culture encompasses the ingrained behaviors and norms within an organization, identity pertains to the organization's mission, vision, name, logo, and overall representation. Culture and identity, though distinct, are interwoven and collectively contribute to the company brand, defining what the organization is and what it stands for (Schein, 2010). Employee branding represents a novel approach to identity regulation, shaping employees' behaviors to project the brand identity through their everyday work. This approach aims to foster employee-brand identification, a psychological connection between the employee and the brand, which facilitates consistent "on-brand behavior" (King & Grace, 2010). This process not only strengthens the brand but also enhances OCB by encouraging employees to go beyond their formal job responsibilities to support the organization's goals (Podsakoff et al., 2000). To introduce organizational to employee branding and its relationship with OCB, this study examines the assumptions, tactics, and practices involved in employee branding and evaluates their

significance and effectiveness in employee retention. Drawing on theories from marketing and organizational studies, this study defines employee-brand identification and proposes a preliminary model for how employee branding programs can foster such identification. Furthermore, it explores the interplay between the organization, employees, and the brand, suggesting directions for future research on how employee branding can enhance both employee-brand identification and OCB (Lievens, 2007; Morhart, Herzog, & Tomczak, 2009).

II. REVIEW OF LITERATURE

Banjamin Laura (2007) underscores the importance of authentic and sustainable retention strategies, aligning with the principles of employee branding to foster a sense of belonging and commitment. Bernick Lavin's (2002) case study illustrates how a strong organizational culture can positively influence OCB by nurturing a supportive environment where employees feel valued and motivated to contribute beyond their formal job roles. Branham Leigh (2005) further emphasizes the need for personalized retention approaches tailored to individual employee needs, reinforcing the organization's brand identity as an employer of choice. Chachare, Kartz, and Williams (1998) advocate for a strategic view of employees as valuable assets, aligning with the core principles of employee branding to attract and retain top talent. Investing in employee development is highlighted as crucial for both organizational success and employee retention. This involves providing opportunities for growth, offering technical training, and ensuring that employees have a clear understanding of their roles and responsibilities. Gonz'alez Luis G. and Gurtoviy Ruslan (2006) contribute to this discourse by exploring the role of deferred compensation in retaining skilled personnel, thereby bolstering the organization's brand reputation as a desirable workplace. Several sources highlight the importance of organizational culture in retaining employees. This includes aspects such as caring about employees, providing meaningful recognition, and fostering a supportive work environment. Hameed (2011) highlights the link between employee performance and organizational success, suggesting that investing in employee development enhances both employee branding and OCB. Harris Jim (2007) identifies trends impacting turnover and provides strategies to counteract them, aligning with the goal of building a strong employer brand associated with employee satisfaction and loyalty. Overall, these studies underscore the importance of strategic employee branding initiatives and fostering a culture of organizational citizenship to cultivate a positive workplace environment and drive organizational success.

III. RESEARCH METHODOLOGY

The primary objective of this research is to examine the impact of employee branding strategies on organizational citizenship behavior (OCB) among employees working in the organized retail sector. The research design for this study is descriptive-cum-causal, allowing for both a comprehensive overview of the current state of employee branding strategies and OCB, and an analysis of the cause-and-effect relationships between these variables. The population for this study consists of all employees working in organized retail sectors within the National Capital Region (NCR) of Delhi, which includes the districts of New Delhi, North Delhi, North West Delhi, West Delhi, South West Delhi, South Delhi, South East Delhi, Central Delhi, North East Delhi, Shahdara, and East Delhi. A mixed sampling technique was utilised for the study. A probability sampling approach was utilized to select four districts from the 11 NCR districts: North Delhi, West Delhi, Central Delhi, and Shahdara. From each of these districts, four organized retail companies were conveniently (non-probability) chosen: Reliance Retail, Big Bazaar, D-Mart, and Big Basket. Within each selected district, a quota sampling technique was applied to select respondents. Each retailer was allocated a quota of 10 employees per district, resulting in 40 respondents from each district and a total sample size of 160 respondents across all districts.

IV. RESULTS AND FINDINGS

The present study aims to explore the relationship between employee branding strategies and OCB among employees working in organized retailers in the National Capital Region (NCR) of Delhi. To achieve this, we employed a comprehensive

set of 32 variables to measure various aspects of employee branding strategies. These were classified as six factors (Employee Participation, Job Satisfaction, Work Environment, Training and Development, Performance Appraisal, Communication). Similarly, OCB was measured using 18 variables that reflect different dimensions of citizenship behavior. Multiple regression and SEM were implemented to examine their relationship.

4.2 Multiple regressions

To assess the impact of employee branding strategies on OCB, a multiple regression analysis was conducted. The results are presented in the below given section.

Table 1: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.673 ^a	.453	.432	.32328	.453	21.142	6	153	.000	1.985
a. Predictors: (Constant), Employee Participation, Job Satisfaction, Work Environment, Training And Development, Performance Appraisal, Communication										
b. Dependent Variable: Organization citizenship Behavior										

The model summary reveals a strong positive correlation between the selected employee branding strategies—Employee Participation, Job Satisfaction, Work Environment, Training and Development, Performance Appraisal, and Communication—and Organizational Citizenship Behavior (OCB). The multiple correlation coefficient (R) is .673, indicating a strong relationship. The R Square value of .453 shows that approximately 45.3% of the variance in OCB can be explained by these six predictors, highlighting their significant collective impact. The Adjusted R Square, slightly lower at .432, accounts for the number of predictors and sample size, providing a more accurate measure of the model's fit. Finally, the Durbin-Watson statistic is 1.985, very close to 2, indicating no significant autocorrelation in the residuals.

Table 2: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.257	6	2.210	21.142	.000 ^b
	Residual	15.990	153	.105		
	Total	29.247	159			
a. Dependent Variable: Organization citizenship Behavior						
b. Predictors: (Constant), Employee Participation, Job Satisfaction, Work Environment, Training And Development, Performance Appraisal, Communication						

The ANOVA results demonstrate that the regression model significantly explains the variance in Organizational Citizenship Behavior (OCB). The significant F statistic (21.142) and its associated p-value (.000) indicate that the combined effect of the predictors (Employee Participation, Job Satisfaction, Work Environment, Training and Development, Performance Appraisal, and Communication) on OCB is statistically significant. This means that these employee branding strategies collectively have a substantial impact on OCB among employees in the organized retail sector in the NCR of Delhi.

Table 3: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.544	.178		8.683	.000
	Job Satisfaction	.078	.030	.172	2.591	.010
	Work Environment	.117	.033	.232	3.520	.001
	Performance Appraisal	.116	.031	.251	3.764	.000
	Communication	.101	.032	.214	3.130	.002
	Training And Development	.067	.028	.153	2.352	.020

	Employee Participation	.072	.025	.178	2.832	.005
a. Dependent Variable: Organization citizenship Behavior						

Ho1: Employee Branding strategies (Employee Participation, Job Satisfaction, Work Environment, Training And Development, Performance Appraisal, Communication) have no significant impact on Organization Citizenship Behavior

H1: Employee Branding strategies (Employee Participation, Job Satisfaction, Work Environment, Training And Development, Performance Appraisal, Communication) have a significant impact on Organization Citizenship Behavior

The results of the regression analysis provided compelling evidence supporting the alternative hypothesis (H1) that employee branding strategies have a significant impact on OCB. Furthermore, all individual predictors showed statistically significant relationships with OCB ($p < .05$). Specifically, the standardized coefficients (Beta) revealed the relative importance of each predictor in influencing OCB. Performance Appraisal emerged as the most influential factor (Beta = .251), followed by Work Environment (Beta = .232) and Communication (Beta = .214). Job Satisfaction (Beta = .172), Employee Participation (Beta = .178), and Training and Development (Beta = .153) also made significant contributions to OCB. Based on the regression analysis results, Null hypothesis (Ho1) had been rejected and accepted the alternative hypothesis (H1). This indicated that employee branding strategies indeed have a significant impact on Organizational Citizenship Behavior among employees in the organized retail sector in the NCR of Delhi.

4.2 Structure equation modeling

Further Structure equation modelling was implemented to examine the role of various employee branding strategies with OCB. The model fit testimonies for the structure equation model are presented in the section below.

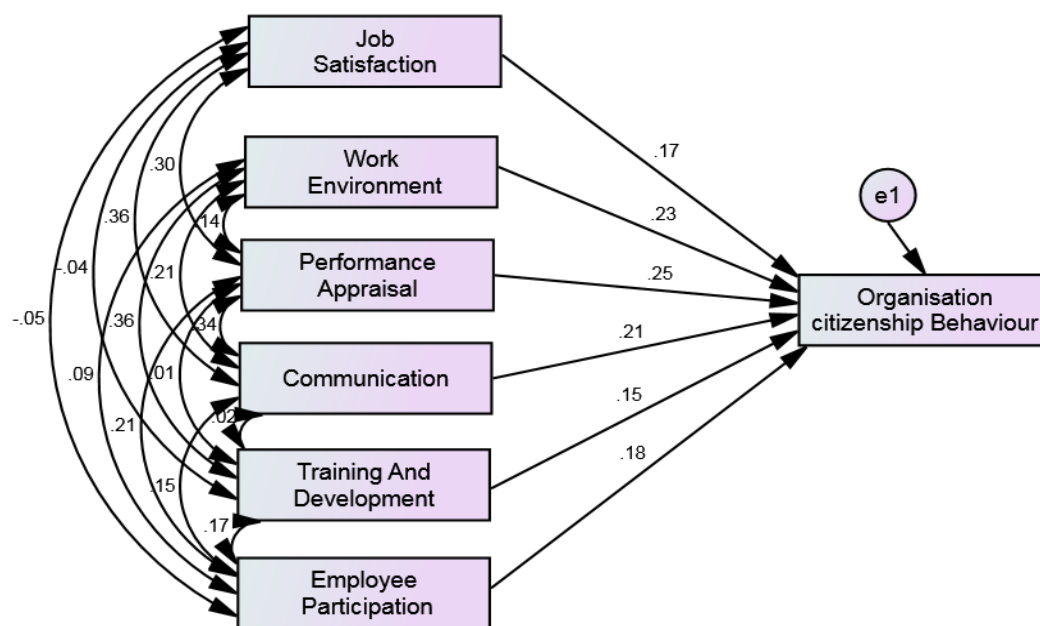


Figure1: Output model for Employee Branding Strategies and OCB

Table 4: Model fit estimates

Estimates	Values	Threshold values
CMIN/DF	2.81	<3
CFI	.907	>0.90
GFI	.962	>0.95
AGFI	.890	>0.80
RMSEA	.013	<0.05
PCLOSE	.073	>0.05

The estimates provided offer insights into the goodness-of-fit of a structural equation model used in confirmatory factor analysis or structural equation modeling. The CMIN/DF value of 2.81 indicates a reasonably good fit, falling below the threshold of 3. Additionally, the Comparative Fit Index (CFI) value of .907 surpasses the threshold of 0.90, suggesting a satisfactory fit. The Goodness-of-Fit Index (GFI) of .962 exceeds the acceptable threshold of 0.95, indicating a strong fit to the data. While the Adjusted Goodness-of-Fit Index (AGFI) value of .890 falls slightly below the threshold of 0.80, it still suggests an adequate fit. The Root Mean Square Error of Approximation (RMSEA) value of .013 is well below the threshold of 0.05, indicating a close fit to the data. Furthermore, the PCLOSE value of .073 exceeds the threshold of 0.05, suggesting that the model fits the data well. Overall, these estimates collectively indicate that the structural equation model provides a reasonably good fit to the data, with most indices meeting or exceeding the commonly accepted thresholds for model adequacy.

V. CONCLUSION

This study provides empirical evidence supporting the significant impact of employee branding strategies on organizational citizenship behavior within the organized retail sector in the NCR of Delhi. The findings underscore the importance of implementing effective strategies to enhance employee engagement, satisfaction, and development, which in turn contribute to a culture of proactive organizational citizenship behaviors. Retail companies can benefit from investing in initiatives that promote employee participation, provide opportunities for skill development, and foster a positive work environment, ultimately leading to increased organizational effectiveness and competitiveness in the marketplace. Future research may explore additional factors influencing OCB and investigate the long-term effects of employee branding strategies on organizational outcomes.

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